Advanced Coaching in the workplace

Hannah White

Coaching Skills Overview

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LISTENING

Non Judgemental; 2:1 ratio
- *Tell me more about that*

Feedback

Raise Awareness by observing
- *I noticed you hesitated, lets talk through how you feel about it*
- *You haven't done your tasks again this week- can we talk through what happened?*

Summarising Paraphrasing

Talk back in the clients own language.
- *Let me just run that past you to check my understanding.*
- *You mention XXX, how does that play into your decision?*

Questioning

Open Q: How? What? Rather than do (closed =Y/N)
Non Judgemental- we don't ask "why"
Assumptive- we assume experience
- *When have you been successful at this before?*

Reflective Learning

The point of coaching is constant learning, so we encourage this at every stage
- *What did you learn from that experience?*
- *What have you learnt today?*
- *What was particularly useful from our conversation?*

Purposeful Challenge

Why are you saying the next thing?
How does it help the other person?
- *Last time we spoke you said X was the most important- what made you change your mind?*
- *Just to interrupt you, but I want to make sure you get the most value from this conversation. How does what we are talking about , affect the current problem?*
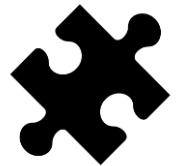
Relationships: RAPPORT and TRUST

GROW Coaching in the workplace (in 5 mins)

Goal

Clarify the goal and why it's important to create motivation

- What are you looking to achieve?
- How will you know you have succeeded?
- What is the first step towards that bigger goal?

Reality

*Current situation informs decision making*

- What have you done so far?
- What has stopped you making progress so far?
- How have you overcome this before now?

Options

Creative options give better decisions

- How could you achieve this goal?
- How could I (as your manager) help?
- In this situation, what would the best solution be (Quickest/ Easiest/ Most likely to succeed/ least risk?)
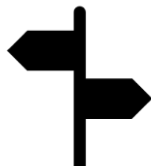
Way forward

Help client establish and action plan

- What are you going to do and When?
- What resources do you need to do this?

GOAL

What do you want to achieve?
What is the next stage in completing your projects?
What would a successful outcome look like?
What is most important to you in this work?
How will this benefit to you in doing this?
What will look like/feel like/sound like when you are there?
What would be the half way point?
What would the next step be?
How will you know you have achieved this?

When do you want to achieve this by?

REALITY

What do you know already?
What have you already done?
What can you learn form that?
When have you already achieved something similar?
What skills do you have to help you achieve this goal?
What has stopped you making progress on this before?
-    Have you been successful round this before?
What is holding you back?
What have you done before that is good experience for this?
What information do you need?
What resources do you need?
What compromises are you not willing to make?

OPTIONS

What could you do to achieve this? What else?
How will you decide between this you goal?
What could you do if you had more time?
How would your role model/ nemesis help you?
How would your friend do this?
How would you advice a team made to do this?
What would you do if you know it wouldn't work?
If you had a complete fresh start- how would you do it?
If you had total autonomy/ money?

Which option is quickest/easiest/ most impactful?
Which option would mean you learn?
Which option can you commit to?

WAY FORWARD

Exactly what are you going to do?
How will this move you closer to your larger goal?
What could get in the way? How will you deal with this?

How will you go about this?
When will you do it?
Who do you need to talk to?
What resources do you need to do these tasks?
How will you know when its done?
How will you celebrate?
How motivates/ enthusiasm/committed are you?
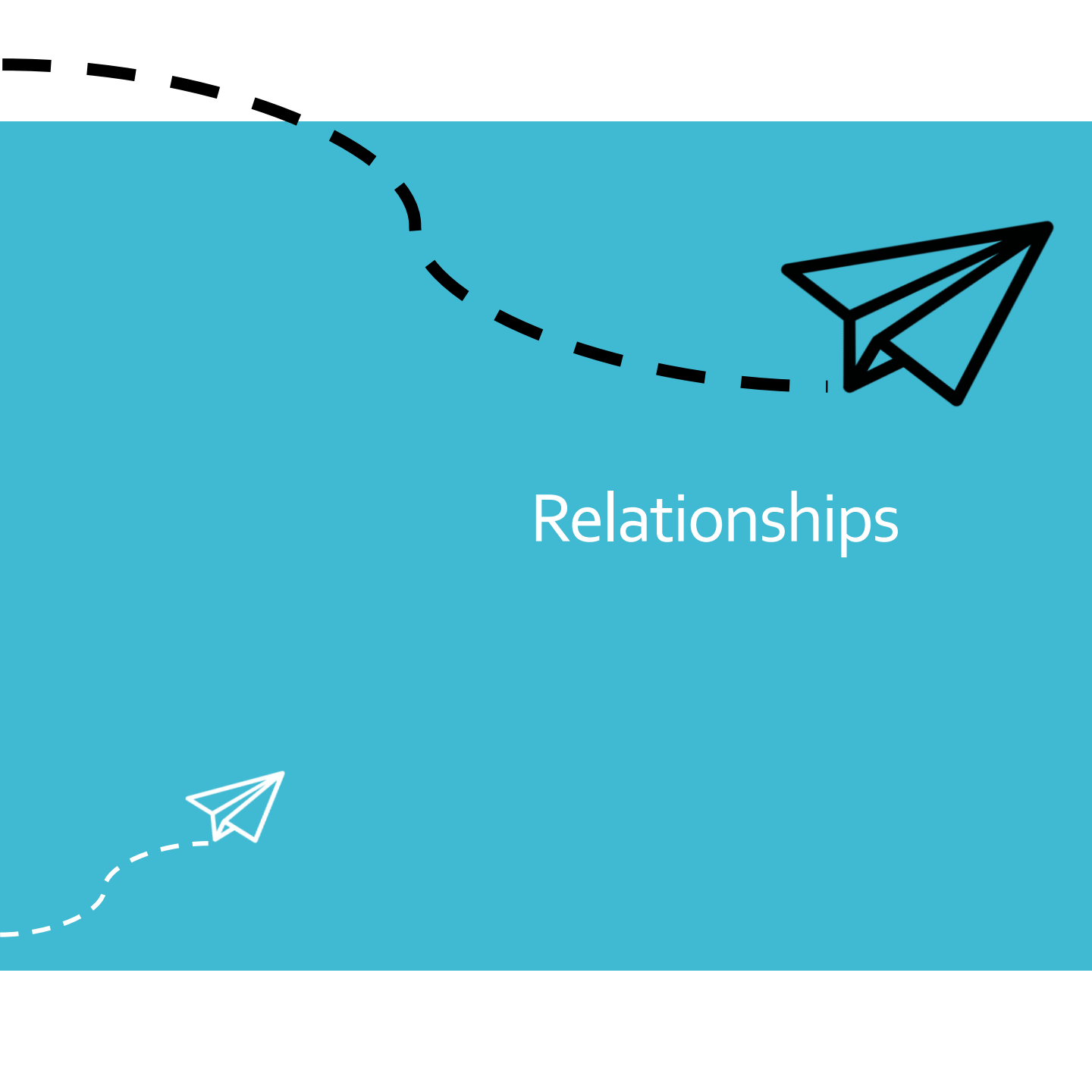
Relationships
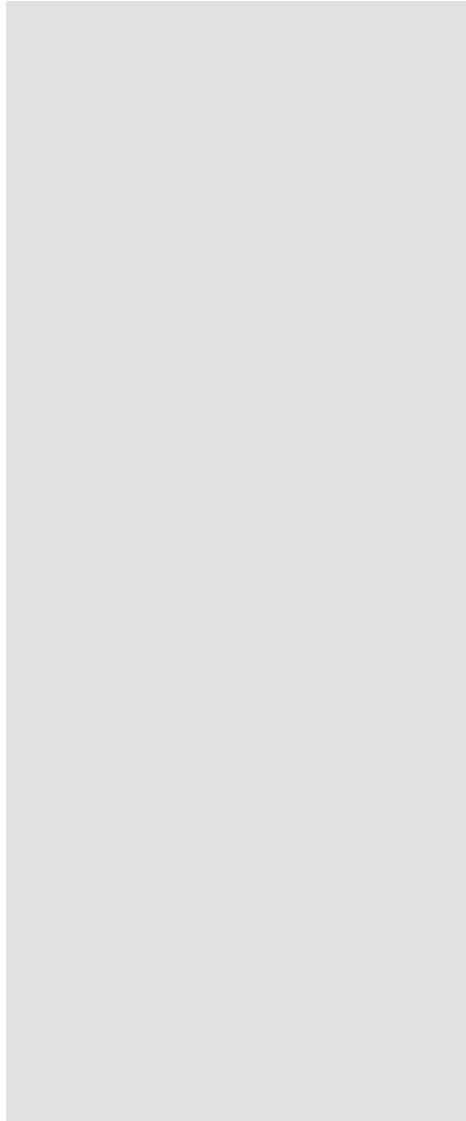
Contracting & Relationship Building

Clarity of agreement of how work together creates Rapport and Trust

Contract → Trust

Willingness to commit reinforces contract

Examples of Contracting in Workplace

- "What are you expecting from this meeting?"

- "How have you previously been line managed?"

- "How would you like us to work together?"

- "How shall we deal with X (e.g. running out of time, changes to agenda)"

- "If I need to give you work- how would you prefer I do that?"

- "Does everyone agree with my suggestion?"

- "We have a lot to cover today- how would you like to handle it if we run over time?"

- "How do you want to keep me updated about progress?"

- Ultimately, who has decision-making authority here?

Change is Hard

How many people have kept their new years resolutions?

Growth Mindset
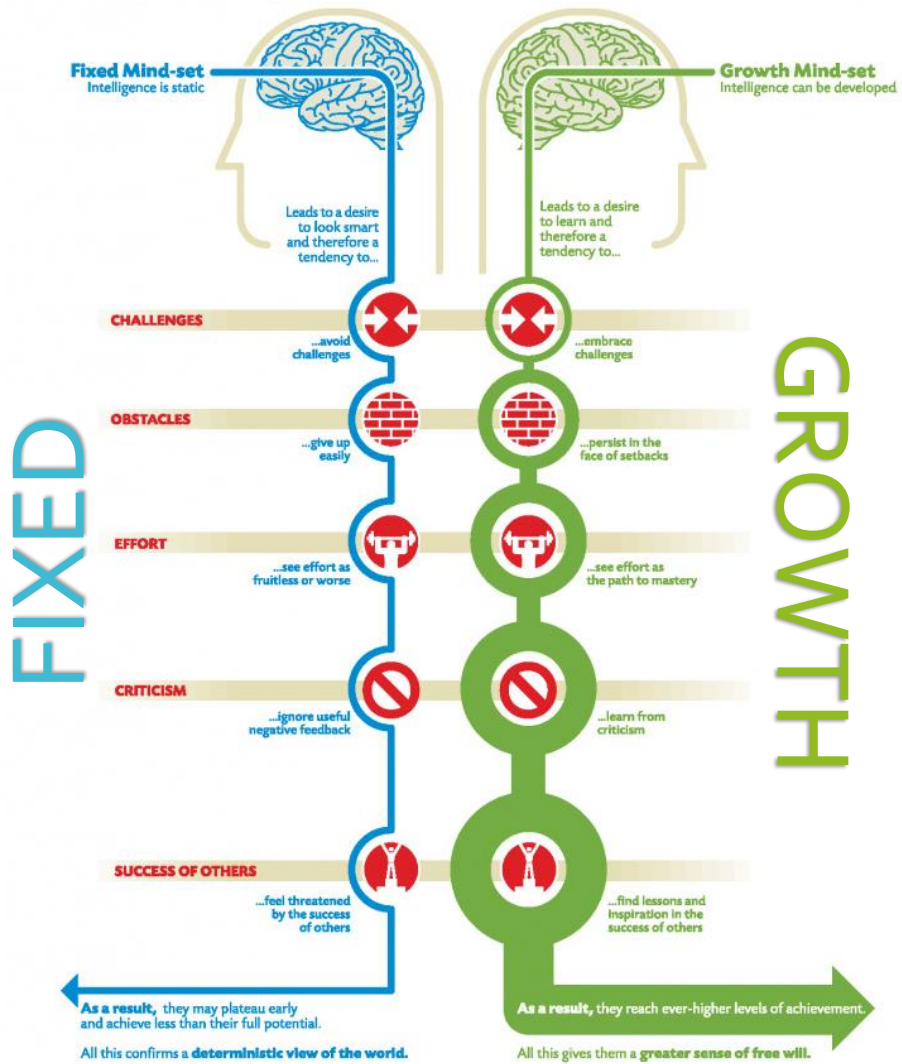
Having Issues?

The brain on change

Reptilian brain	Mammal brain	Human brain
Brainstem & cerebellum	Limbic System	Neocortex
Fight or flight	Emotions, memories, habits	Language, abstract thought, Imagination, consciousness
Autopilot	Decisions	Reasons, rationalisations

Automatic response to keep you safe

Issue: Short term fix over long term goal

Emotion: where we feel **love and joy** This is where **motivation** comes from

Planning and complex thinking

Long term over short term gratification

Issues: over analysis paralysis Get's **confused by uncertainty**

Situations requiring willpower is your brain in conflict

Helping your Reptile brain

Dealing with Modern sabretooth tigers

Reduce automatic responses

Status *About relative importance to others.*	**THREAT**	**REWARD**
Certainty *Concerns being able to predict the future.*	**THREAT**	**REWARD**
Autonomy *Provides a sense of control over events.*	**THREAT**	**REWARD**
Relatedness *A sense of safety with others, of friend or foe.*	**THREAT**	**REWARD**
Fairness *A perception of fair exchanges between people.*	**THREAT**	**REWARD**

Motivation (Elephant)	Direction (Rider)	Make it Easy (World)
• What looks like laziness is often exhaustion	• What looks like resistance is often a lack of clarity	• What looks like a people problem is often a situation problem
• Find the feeling: why should people care about this • Shrink the change: Break it down so it's not scary • Grow your people: build a sense of identity and positive change	• Follow the bright spots: what is working • Script critical move: Make it easy for people to know how to get on board • Point to the destination: Give everyone a map.	• Tweak the environment: Make it easy to follow along • Build habits: Make it routine to do this new • Rally the herd: behaviour is contagious

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Feel free to contact me. I'm new to the ?North/West so come say Hi!

'A FANTASTIC BOOK' WIRED

How to change things

sw!tch

when change is hard

Chip & Dan Heath

NEW YORK TIMES NO. 1 BESTSELLER